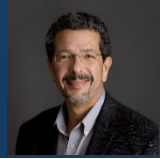


BOB EMILIANI

Trusted Advisor and Coach to Manufacturing Business Leaders



A rare combination — hard-won practical experience backed by decades of scientific research.

For more than thirty-five years I have worked at the intersection of two worlds that rarely meet in one person: the operating reality of business and the rigorous study of why organizations behave the way they do. I have had industrial management responsibility on the factory floor and office, and I have spent years investigating, testing, and writing about the management problems that quietly drain money, time, and morale. I help owners and managers of small- and mid-size manufacturers diagnose those problems and build organizations where people and performance improve together.

Where My Judgment Comes From

I led an aerospace business unit with responsibility for operations, engineering, purchasing, cost, quality, EH&S, and people. Later, I managed a \$110M/year business unit purchasing small machined parts feeding the assembly floor. Those positions were earned by working daily with operators coaching them to think more independently, meeting machine shop owners on their turf, learning from them, and helping solve problems.

That hands-on grounding is the foundation. Everything I advise has been tested against the daily challenge of making and shipping products according to customer requirements.

What I Help Leaders Do

- **Focus on what is most important.** Too often leaders are dragged into the daily firefight and cannot do what they must do.
- **Lead with less stress.** Make more informed decisions and lead the company with greater confidence.
- **Stop recurring problems.** Find the structural causes of problems that keep recurring, instead of treating symptoms over and over again.
- **Grow capable managers.** Develop the managers that report to you so that good judgment and consistent leadership spread throughout the company.
- **Align growth with values.** Grow the business without losing the character and trust that top leaders have built up over many years.
- **Strengthen the whole company.** Improve social and technical interaction in the company so that people work together as one.

Why My Research Matters to You

After 15 years in industry, I spent twenty-three years as a professor and now hold the title of Professor Emeritus. I mention this only because it is what makes my advising and coaching different from common opinion. My ideas and recommendations are not hunches. They rest on scientifically grounded studies that have been cited by other authors more than 6,000 times.

My scholarship has always had a practical orientation because of the great impact my industrial work experience had on me. It is the difference between guidance that merely sounds good and sound advice, and why improvements based on facts — not fluff — yield results.

How I Work

I approach each company the way an engineer approaches a complex system: observe carefully, focus on causes not symptoms, and look at how people, processes, and incentives interact together rather than as isolated parts.

I speak plainly, give honest counsel rather than comfortable answers, and stay focused on the realities you face every day. The aim is improvement the management can sustain on its own rather than being dependent on an outside voice.

THE TRACK RECORD, IN BRIEF

- 15 years of leadership experience in engineering, manufacturing, and supply chain management
- Ph.D., Brown University; trained in kaizen by Shingijutsu in USA and Japan
- Author of more than two dozen books on leadership and management
- 6,000+ scholarly citations and multiple awards for original work

Lead Better. Decide Better. Worry Less.

The first two working sessions are complimentary, so you can judge the value before committing.

Bob Emiliani • Cubic LLC • bob@bobemiliani.com • 401.662.6971